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MANAGEMENT STAFF SURVEY OF CIA WATCH OFFICE
COMMENTS & RECOMMENDATIONS

COMMENTRECOMMENDATION

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| <p>25X1 1. CIA Regulation [] which assigns CIA Watch responsibilities, omits reference to daytime alerting activities of the OCI Secretariat.</p> <p>2. Watch Office conducts COMINT Security investigations and other COMINT security functions throughout CIA, during after-daylight hours. Watch officers are not qualified Security Officers; moreover these activities detract from the alerting responsibility.</p> <p>3. Operation by Watch Office of OCI electrical communications from 0100 to 0700 detracts from the alerting functions, especially during periods of heavy work load.</p> <p>4. CIA telephone operators refer many telephone calls for covert employees to the Watch Office. The W.O. must then refer the caller to the Night Security Office, Office of Security.</p> <p>5. Overtime of the Watch Office averaged 86 hours per pay period between Oct '55-Oct '56 and workload (based upon log items) rose rapidly. Provisions should be made on the W.O. T/O to eliminate overtime, to permit training and leave, and to relieve the Chief Watch Officer of clerical responsibilities. Military personnel, detailed for tours of duty in the Watch Office, would be highly adaptable to Watch Office work.</p> | <p>25X1 1. Revise Regulation [] to reflect current, actual responsibilities of the CIA Watch Office and of the OCI Secretariat in regard to alerting upon receipt of critical information.</p> <p>2. Arrange to COMINT-brief all Office of Security Night Security Officers and assign to them the responsibility for handling all COMINT security violation matters occurring at night.</p> <p>3. Consider transferring to Office of Communications responsibility, appropriate T/O and ceiling for handling OCI electrical communications on a 24 hour 7 day basis.</p> <p>4. Arrange to instruct telephone operators to refer all after-hours calls for covert employees directly to the Night Security Office.</p> <p>5. Consider augmenting the Watch Office T/O by two Watch Officers and one Clerk-Typist. Investigate the possibility of obtaining Army or Air Force assignees to provide the two recommended Watch Officers.</p> |
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| 6. Morale suffers, and overtime is high, because Watch Officers are unable to take leave, and must work long tours. | 6. Revise the W.O. work schedule to provide a 40 hour week without regular, recurring overtime. (Attached is a suggested schedule, based upon a T/O of 10, including the C.W.O., and employing a 4-day, 40 hour week. If the T/O is increased as recommended above, the additional slot can be used for day work, training or emergency coverage.) |
| 7. Utilization of temporary assignees from other Offices, especially in routine work, has helped relieve W.O. pressure. Clerical assignees would be useful in performing various typing and clerical tasks, during heavy workload periods. | 7. OI should continue to employ temporary assignees (professional and clerical) from other offices during periods of extreme workload. |
| 8. Grades of jobs in other components which appear comparable to Watch Officer jobs are usually GS-11 and GS-12. W.O. responsibilities seem to be heavier than in other components. | 8. Ask the Office of Personnel to review grades of Watch Office positions. |
| 9. Eleven instructional and procedural manuals are maintained by the Watch Officer and each Officer is required to be familiar with the contents. | 9. Examine the Watch Office instruction system in order to weed out obsolete and unnecessary material, and to consolidate and simplify these manuals. |
| 10. Watch Officers feel divorced from the Agency: their only contact with normal day-time activities is through written memoranda, which do not convey all the subtleties of policy pronouncements. | 10. The Chief Watch Officer should schedule regular weekly or bi-weekly staff meetings in order to keep W.O.'s abreast of professional and other developments occurring during the day. |
| 11. W.O.'s do not have sufficient background information for scanning incoming material. Reading newspapers and intelligence publications is not sufficient. Briefing is essential for a Watch Officer just as it is for an intelligence analyst. | 11. Devise a plan for periodic briefing of Watch Officers on significant developments, with particular emphasis upon trouble areas. |

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12. In conjunction with 11 above, the Watch Office receives few requirements, and many of these are hasty, oral requests. A written requirement is a necessary guide for a Watch Officer, just as it is for an intelligence disseminator.
13. A number of Watch Officers do not have education and training in political science, foreign affairs, CIA and IAC organization, geography, factors bearing upon the imminence of hostilities, etc. Such a background is necessary if a Watch Officer's evaluation of incoming information is to be knowledgeable and sophisticated.
14. Few Watch Officers intend to remain in their jobs. If capable W.O.'s are to be retained, consideration must be given to the questions of where W.O.'s are to come from and where they are to go. For a genuine career, W.O.'s should be recruited from among lower-graded analysts, and should be rotated, after a reasonable period, to higher graded analyst jobs.
15. Watch Office morale is affected by a number of situations which are sources of irritation: maintenance of highly detailed W.O. logs is a cumbersome task; the Watch Office room is dirty and inadequate char facilities are available; i.e., telephones need "hold" buttons and volume controls; there are no food service facilities available to Watch Officers.
12. Provide Watch Officers with current, detailed, written intelligence requirements-both spot and continuing -by all analysts.
- 13a. Select Watch Officers, in the future, with a background of training and experience similar to that required for an analyst at the same grade and level of responsibility.
- 13b. Establish a formal program of training for Watch Officers in basic intelligence, IAC, USCIB, CIA and OCI organization and functions, area orientation, Sino-Soviet military affairs and traffic analysis.
14. Appropriate staff officers of CI should devise an appropriate career plan for Watch Officers, for presentation to the AD/CI, and possibly for consideration at the DD/I level.
- 15a. Instruct the Watch Office to stop recording in logs those items of information which are duplicated elsewhere, such as "IN" numbers.
- 15b. Arrange to provide char service, food service machines and telephone "hold" buttons and volume controls.